

DOCUMENT RESUME

ED 333 478

CS 212 927

AUTHOR Hines, Judith D.
TITLE The Next Step: Toward Diversity in the Newspaper Business.
INSTITUTION American Newspaper Publishers Association Foundation, Washington, D.C.; National Newspaper Foundation, Washington, DC.
PUB DATE 91
NOTE 37p.; Photographs may not reproduce well.
AVAILABLE FROM American Newspaper Publishers Association Foundation, The Newspaper Center, Box 17407 Dulles Airport, Washington, DC 20041 (\$5.00).
PUB TYPE Guides - Non-Classroom Use (055) -- Reports - General (140)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *Cross Cultural Training; Cultural Awareness; *Employer Employee Relationship; *Employment Practices; Higher Education; Journalism; *Minority Groups; Multicultural Education; *Newspapers; *Personnel Management; Professional Training; Secondary Education
IDENTIFIERS Recruiter Role

ABSTRACT

This booklet presents solutions to one of the major problems facing the United States newspaper industry: the persistently low representation of minorities on staffs and in management. Following an introduction, the booklet is in eight sections: (1) Retaining and Promoting Minority Employees; (2) Valuing and Managing Diversity; (3) Newspaper Content; (4) Networking; (5) Recruiting; (6) Starting Early...Very Early (models for interesting younger students in newspapering); (7) Check It Out! (examples of ongoing actions, programs, and policies at individual newspapers or groups that are making a difference); and (8) We Can Do It! Sixteen briefly annotated references are attached. (SR)

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THE NEXT STEP

Toward Diversity in the Newspaper Business

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The Next Step: Toward Diversity in the Newspaper Business

publication of the American Newspaper Publishers Association Foundation and
The Poynter Institute for Media Studies.

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Graphic design: Design Concepts

Printer: Parker Print and Graphics

Photographs for *The Next Step: Toward Diversity in the Newspaper Business*
were taken at The Washington Post and The Poynter Institute for Media Studies.

Additional photos provided by Youth Communication; *presstime*, the Journal
of the American Newspaper Publishers Association; and The Evening Sun, Baltimore.

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Dist. TOP/TCPMTF/MNOP/MRC/NCA/SCF

THE NEXT STEP
Toward Diversity in the Newspaper Business

American Newspaper Publishers Association Foundation
and
The Poynter Institute for Media Studies

1991

628215SD

Preface



Robert J. Haiman

President and Managing Director
The Poynter Institute for Media Studies

Many books have been written about problems. This one is about solutions. It's about solutions to one of the major problems, perhaps THE major problem, facing the American newspaper industry today.

I'm talking about the persistently and shamefully low representation of minorities on the staffs of America's newspapers. And about the even lower representation of minorities in the management and decision-making ranks of these newspapers.

There are no nice words to describe that reality; it comprises a record that ought to qualify the American newspaper industry for the Hall of Shame.

I say that with full knowledge of all of the efforts that have been mounted, and that are being mounted, by right-thinking groups and individuals in this country.

ANPA is trying.

APME is trying.

ASNE is trying.

And God knows, NABJ, NAHJ, AAJA and NAJA are trying.

But the sad facts remain these: Despite all the efforts so far, very little is changing for the better with respect to minority recruitment and hiring. Worse yet, once our news organizations DO recruit minorities and DO hire them, the record of retention, support and achievement is equally dismal. Even when an organization succeeds in recruiting minority staff

members, all too often it loses those who feel they are blocked from growth and advancement.

So it's not just the problem of minorities getting in the door and on the ladder. It's also the problem of broken ladders that keep minority staffers, once they are hired, from rising up; and of revolving doors that all too often dump them back on the street, frustrated, angry and completely disheartened by their experiences on our staffs.

Every one of us in the news business has a stake in solving these problems. But I want to speak specifically to the people reading this book whose skin is the same color as mine: white.

We have a special stake because we have a special responsibility. In the main, we are still almost completely in charge. We have the jobs with the titles and the authority to hire and to promote. We have most of the power.

There was a wonderful book published in late 1989 titled *My Traitor's Heart*. The author is a man named Rian Malan, a White South African who was so disgusted with his fellow White South Africans and their support of apartheid that he fled his homeland for many years of exile in California.

From there he looked back at South Africa and tried to figure out why so many of his fellow White South Africans were so recalcitrant, so intransigent, about equality for Black South Africans.

In the book, he describes why he thinks it's so:

"It's not just that their skin is white, it's that their hearts and minds are so damn white, too."

You and I, my fellow Whites, can't do anything about the color of our skin. But we CAN do something about the color of our hearts and minds.

And so while I hope this book is read by a full rainbow of people, I particularly hope it will be read by all of the White publishers and editors who have the power, and the obligation, to turn this situation around.

At The Poynter Institute we decided it was past time for talk and time for

action. In early 1990, we wrote a complete policy on diversity. It was accompanied by an action plan in which we pledged:

1. We would, effective immediately, make no hires until the final short list contained the names of at least one minority candidate and one female candidate.

2. We would, within two years, achieve a goal that at least 20 percent of participants in every seminar would be minorities.

3. We would, within two years, achieve a goal that at least 20 percent of all visiting faculty members would be minorities.

We thought it might be difficult to achieve in two years a goal that had eluded the industry for decades, but we committed to giving it our best effort.

The results?

Since adopting the policy we've hired five people. Three are minorities and all but one are women. Those hires have strengthened the Institute's staff and its programs.

The percentage of minority participants in our seminars is not 20 percent but 32 percent.

The percentage of minority visiting faculty members is not 20 percent but 44 percent.

We achieved, and surpassed, our two-year goal within the first six months.

And now we face the challenge of retaining those successes.

We believe that if we can do it, you can do it. That's why we are so enthusiastic about this book. It contains all the advice you'll need on how to make your newspaper a model of diversity, along with many success stories from newspapers that are leading the way. Our enthusiasm led us to join with ANPA Foundation in the editing of this book and to share in the cost of publishing it.

I commend this book and its success stories to you. I hope that the next edition will include the story of your commitment and your successes. And I hope, most of all, that one day soon there won't have to be any more editions of this book.

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Introduction

There is good news and bad news about diversity in the newspaper business.

The good news is that more attention is being paid and more action is being taken to expand newspaper staffs and coverage to include the great variety of backgrounds and races of people living in the United States and Canada.

The bad news is that what is being done is not nearly enough yet, and that even the actions that succeed often peel back layers of tradition to reveal new problems and complexities.

This manual attempts to cover all that news, good and bad. Some of its material is similar to that in "Recruiting and Retaining Newspaper Minority Employees," first published by ANPA Foundation in 1986. But there are certain shifts in emphasis.

■ We are beyond the beginning stages of this effort. Righteous appeals regarding moral obligations are not needed. Demographic analyses have demonstrated the bottom line realities that dictate diversity in the newspaper business.

■ Recruiting activities have expanded exponentially in the last five years, and have proved successful for those newspapers using them. Now we need to help people of different races and cultures understand each other, and prove to minority employees that they have the promise of a bright future in our business.

■ The end product—the news and advertising going out to the community—is recognized as the ultimate test of success in integrating newspaper departments. If people outside the walls of the newspaper don't see any difference, then changes that make a difference have not actually taken place.

For these reasons the contents of the booklet have been arranged to reflect concern rather than chronology. Retention, promotion and coverage—the areas now presenting the greatest challenge—are addressed first and at length. A checklist of proven techniques for recruiting is included at the end of the book, along with models for interesting younger students in newspapering.

ANPA Foundation is grateful to The Poynter Institute for Media Studies for joining as a partner in this publication, and to Poynter's Robert Haiman, Karen Brown, Roy Peter Clark and Donald Fry for their leadership role on the minority retention issue. We also are indebted to Judith D. Hines, formerly ANPA Foundation executive vice president and now a consultant to our industry, for writing and organizing "The Next Step."

With this publication and through many additional efforts ANPA Foundation, The Poynter Institute, the Task Force on Minorities in the Newspaper Business and other industry groups are continuing to help newspapers work toward establishing diversity as a permanent characteristic of our business.



Rosalind G. Stark
Vice President/Director
ANPA Foundation

I wonder what kind of journalist I could be if I never had to deal with race. If I could go home, kick my shoes off, have a cocktail with my wife and not have to wonder about the race issue in my neighborhood or the politicians being elected. . . . If I could spend all my energies being as good as I could be in what I decided to do.

—Mervin Aubespin
The Courier-Journal,
Louisville

Retaining and Promoting Minority Employees

Today's discomfort and questioning in the newspaper business about losing minority employees may actually be progress of a sort. In many ways, the newspaper business has succeeded in extending an invitation to those who had little chance to participate in producing newspapers before. Many have accepted. Now we are faced with more complex questions surrounding job satisfaction.

How do you convince minority employees to stick with your newspaper? How will they know that their individuality is appreciated? How do you create a mutual feeling of belonging and investment in the future? How can you be sure you are treating them—and their peers—fairly? How do you recognize their needs and even encourage them to leave you if an opportunity comes along?

This is where the answers are elusive. This is where individual perceptions about the professional environment at a newspaper can cause very complex problems. This is where cultures can clash, with one party to the clash totally unaware that it's even happening. And this is where problems between races may become so confused with problems between men and women, management and staff, old-timers and new hires, newsroom and business-side departments, that it is impossible to trace the difficulty to its real source.



Not enough solutions to problems like these have been tried yet to provide a formula for retention. There never will be a universal approach that can be applied without tailoring it to the personalities of the individuals involved, the corporate culture of the newspaper and the character of the town or city where it is published.

The specifics regarding problems and solutions in this section on retaining and promoting minority employees come from a myriad of sources. References in the back of the booklet include publications that informed this discussion. Most vital were audiotapes from two 1990 sessions on the topic: an early morning workshop at the American Society of Newspaper Editors' convention titled "Minorities: There Are Success Stories

Too," and a two-day conference at The Poynter Institute on "Broken Ladders, Revolving Doors." Quotes, shown in italic type, remain anonymous for obvious reasons: they come from these two sessions, as did many of the "how-to" ideas for solving problems. Additional quotes come from first-person accounts collected by Ben Johnson, The St. Petersburg Times, for the Poynter seminar.

The discussion on retaining and promoting minority employees is based on the major questions asked during The Poynter Institute and ASNE sessions.

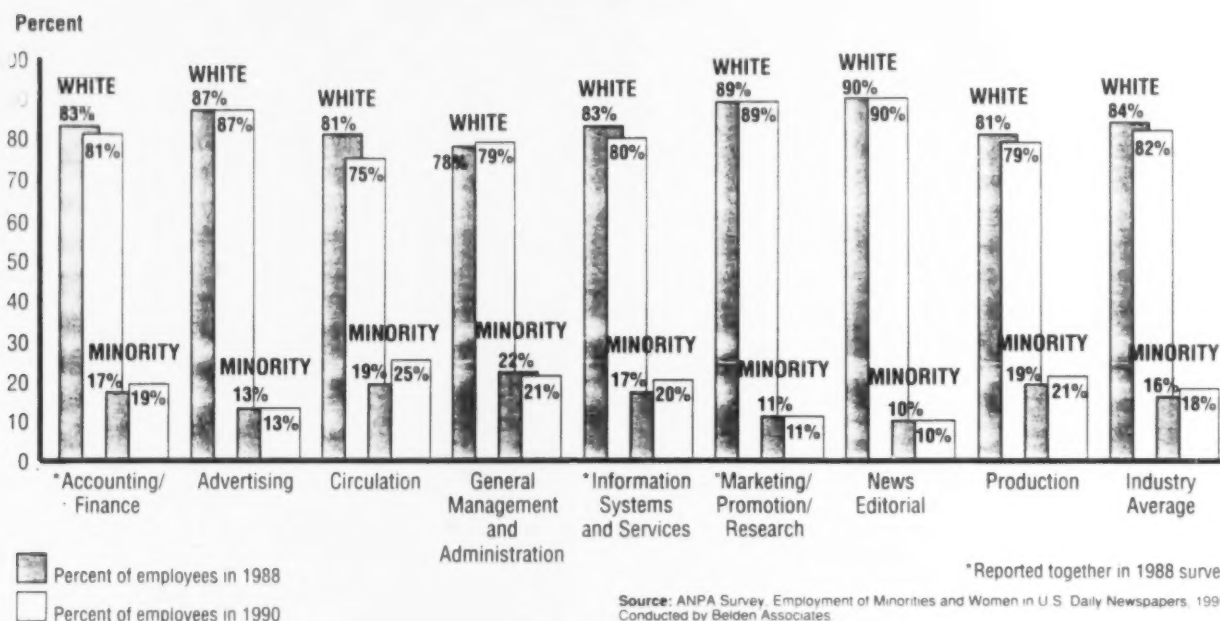
Do newspaper managers recognize the impact of the changing demographics in the United States and Canada?

The overwhelming majority of the potential employees for the next 10 years will be minorities and women. Between now and the year 2010, 87 percent of the growth in the United States will be in minority communities. Population experts peg the middle of the 21st century as the time when Whites no longer will be in the majority.

Studies show that minority readers are extremely loyal once attracted. The spending power of minorities in the United States is \$424 billion dollars, and will approach \$650 billion by the year 2000. This is where much of the action will be for newspapers searching for potential subscribers, advertisers and consumers.

Full realization of the impact of these trends is not yet evident in the employment statistics of the newspaper business. ANPA's 1990

Percent of White and Minority Employees in the Newspaper Industry 1988 vs 1990



survey on the employment of minorities and women showed that minority employees make up 18 percent of the newspaper industry's work force. Minorities represent 9 percent of executives and managers in all departments (a 2 percent increase since 1988) and 10 percent of news and editorial employees. While some improvements are being made, changes are too slow in the eyes of many current minority employees.

What to do?

■ Trace demographic trends in your own community. Newspapers are refining techniques to provide advertisers with current demographic

statistics on neighborhoods throughout their circulation areas. These statistics and the trends they indicate can point the way to more effective hiring, news coverage and marketing, as well.

■ For the same reason, follow the trail of information coming out of the 1990 Census. The nation and your community will be reflected in new ways that will influence the future of newspapers.

■ Don't forget the newsworthiness of the facts uncovered in the activities suggested above. If they are news to you, they are probably news to your readers. Political and business leaders can use the information for the same planning purposes that your newspaper's management does.

We don't understand the new demographics in the country, where the old majority is the new minority, and the old minority is the new majority. You can't cover what you're afraid of. You can't learn about people that you don't feel comfortable talking to. As a Black person, I was not comfortable talking to White people. I had to learn how to be comfortable around them. There are many commonalities, but now the economic burden is that it's everybody's responsibility—Black and White.

Business generally is becoming keenly aware that some time in the next century Blacks, Asians and Hispanics

will outnumber the present so-called "majority" in this country. Those who choose to ignore the changing consumer marketplace do so at great peril.

Who cares about my day-to-day challenges and problems?

Are newspaper managers, especially in newsrooms, more unfeeling and uncommunicative with their employees than managers in other industries? Perhaps not, but that's the way many newspaper staffers see it. Minority employees say that when racial misunderstandings are added to these tough perceptions, the stress is often more than they choose to handle on a day-to-day basis.

When newsroom employees were asked in ASNE's 1989 survey on "The Changing Face of the Newsroom" what changes they would make if they were in charge, 46 percent of the minorities (but only 21 percent of the Whites) who aspire to be newspaper publishers said they would emphasize improving communications. A more ominous statistic is that only 39 percent of minority newsroom employees say they plan to be in newspapers through their 50s and 60s, compared with 51 percent of their White peers.

If there are systemic problems concerning communication and support between management and staff in the newspaper business, it may be that the new sensitivities demanded by integrating people from different cultural backgrounds into our operations will help managers discover better ways to manage across the board. We are headed into a period when the talent pool will shrink.



Employers will need to compete to hold onto good workers.

All workers want to be treated as individuals with unique talents and needs. They respond to many changing influences in their lives—work, family, health, budget. Careers may be moved aside as top priority at times, and they want their bosses to understand that.

We have a problem with personal, human, complicated lives of people who have invested their lives and in whom the business has invested. We're not equipped right now to handle all the negatives, all the challenges—particularly for minorities—that are facing us. That's when people decide to duck out.

I may decide to leave. I'm very tired of teaching people how to be human beings on race issues. Tired of teaching my boss how to do evaluations that are fair. I'm tired of always being on the

front line and the perception coming back to me that 'you're the one who has the problem.' I am tired of always, when there's a change in management, finding myself in the position of having to prove myself.

Management should look to see what it does and how it treats its longtime employees. Does it stick them in obituaries, or send them to the library, or try to get rid of them in other ways? Other workers can see their future in the fate of these older employees.

We are not trusted anymore. We're considered by the White public to be invaders of their territory—not held in high esteem. The Black, Hispanic, Native American publics think we're trying, but we don't know what we're doing. Those of us with 15-25 years experience have been trying to change the perception of my people and of the industry; now the game has gone in a

whole different direction, and we don't know how to deal with it. We have suddenly found ourselves in an environment where newsrooms have become insular. There is no incentive, especially for those people who have moved around, to get to know their communities. Newsroom friendships are the only friendships many people have. If you're away from your family group and friends are constantly moving away from you, it makes it harder to balance the negatives.

What to do?

■ Change behavior consciously. All the good will in the world won't overcome ingrained habits that retard communication. They have been built up over years and won't recede easily. Task forces and committees, brown bag lunches, social gatherings, departmental retreats, one-on-one casual conversations all are techniques that can break down barriers between people and forge new working relationships.

■ Use a team approach. A top manager who is not inclined toward open communication can let a second-in-command establish rapport with and among the staff.

■ Survey the staff regarding attitudes (including those about staff diversity) and morale. Do this only if management is ready to face the results, share them with the employees and do something about any evidence that certain working situations are off kilter.

■ Overlay the general techniques above with multicultural management training, described in more detail on

page 16, and with opportunities for minority employees to express their concerns based on difference in race and culture.

■ Work the system to the benefit of the newspaper and employee. If a mother is needed at home with a new child or a failing parent, offer part-time or temporary assignments to ease the strain. If she wants to be at home for a year or two, stay in touch and watch for



a slot for her when she's ready to come back. If a promising reporter can't resist a public relations job or political assignment, or a topnotch circulation or advertising salesperson wants to try another business, leave the welcome mat out. Revolving doors can work.

There are many, many people who are languishing because they don't dare come to their superiors and say, "Test me, challenge me, let me grow." Do we, as managers in the newsroom, know the aspirations of the people who are there? Have you been creative enough to ask a question like, "You've

never written for features before; would you like to try?" If we don't use the talent creatively and help people to see themselves in fresh ways, then we have no right to be surprised when someone decides not to go to the next newspaper but to the next profession.

It takes a manager who, when somebody walks in and says, "I have a job with a p.r. firm"—not another paper—sits down and says, "Whoa, you're good. Why would you go to work in p.r.?" Don't just assume it's money. Don't just assume that the person's lost, or gone. Have the conversation—maybe you can work out something so that a person's pistons can keep running. If nothing more, let the person know, "If in two years you get tired, you can have your job back."

Is management really committed to a diverse newspaper work force?

"Leadership" is a more appropriate term here than management. The clarity of the message from top management that the ethnic mixture of the staff will change; that news coverage will expand to include all sectors of the community is key to the success of changing the face of the newspaper.

Minority employees measure top management's commitment in terms of actions they see at the front line supervisory level. Have mid-level managers gotten the message through specific goal-setting procedures, management and multicultural training, bonuses and/or reprimands? If they are not self-motivated, their choice about

What You Can Do

Retaining and promoting minorities would be simple objectives that could be easily attained if we applied the same standards we use to attract non-minorities to the newspaper industry.

Publishers, editors and recruiters have perceived there is a mystique surrounding minorities and different techniques are needed if they are going to be successful in recruiting, retention and promotion.

This is a flawed perception and can be quickly eradicated if newspapers get involved with minorities in their formative years. Early exposure is so important if we are to attract talented minorities to our business.

A few years ago, Joe Harper, former chairman of the school of journalism, Kent State University, and I worked with students at a predominantly black junior high school in Akron, Ohio. We helped them produce three tabloid newspapers during the academic year.

In the first year, we had 34 students in the program; 33 were still in the program at the end of the year. Seventeen students from the first class pursued journalism in high school and 12 majored in journalism in college. Other Knight-Ridder newspapers, in Miami, Detroit, Philadelphia and Long Beach work with minority high school students in workshops and mentoring programs.



Al Fitzpatrick
Assistant Vice President/Minority Affairs
Knight-Ridder Inc.

Retention has been a problem at newspapers because minorities have been made to feel that they are not wanted and find themselves on the outside looking in. Here are ways to retain talented minorities:

Improve communications between minorities and their immediate supervisors.

Identify minorities with managerial potential and establish career plans for them. (Knight-Ridder, through its editors, publishers and general managers, identified 107 minorities with high potential and established career plans for them through a management development program. Of the 107 participants, 62 have been promoted at least once, some twice and several three times since the program began in 1987.)

Seek input from minority staffers on special projects, coverage and developing programs.

Establish a mentor system. Get veteran staffers to work with minorities on a regular basis.

Develop awareness among present middle managers. They should be sensitized to identify and nurture minority talent. Middle managers need to attend seminars in effective communications, organization, team development and multicultural management.

Promotion is essential and holds the key to successful recruiting and retaining of minorities. Publishers and editors should move quickly to get more minority role models in decision-making positions. Go outside and hire and/or speed the timetable for those minorities you have identified as having management potential.

Hiring and retaining minorities make good business sense. Since 87 percent of individuals entering the work force through 2010 will be minorities and women, this dictates the makeup of the available talent.

The most rapid population growth in this country will come from minority communities. This means our customers will be constantly changing and we will have to provide a product that is acceptable to them.

This product can't be produced effectively without a diverse work force. We can only achieve diversity through meaningful recruiting and promotion.

whether they serve as enablers or gatekeepers will probably be made based on the carrot or stick put before them.

Even more important, what is the minority presence in the ranks of management? Without the involvement and guidance of leaders representing various backgrounds, the attempts to change may go off target. And there will be no role models to make real the aspirations of minority employees at lower levels.

If yours is a smaller newspaper, proving your long-term commitment to diversity may be more of an up and down process. You worry about whether minority employees will come to you despite the lack of an ethnic community in your town. The truly motivated ones will. You are concerned that they will leave for the big city. Some will, just as their White peers do. That may present problems, since in formerly all-White environments, minorities are more visible—and their absence thus will be more noticeable. But research has shown that minority employees do not move from job to job any more frequently than White employees.

What to do?

■ Say it out loud. Declare the newspaper's intentions in person or through a direct written communication. No cajoling, no guilt-laden criticism, just a purposeful statement of what top management expects the newspaper's work force to look like in the next five years and how you expect to accomplish that. Attach evaluations and bonuses to success in reaching whatever goals are set.



■ Establish an affirmative action plan. Numbers of minority employees at all levels in all departments may be the measure and the goal, but the ways to get there should be specified—recruiting techniques, multicultural workshops, scholarships, promotional materials. Involve all levels of management in developing this plan to encourage the broadest ownership possible. ANPA Foundation maintains a small file of model affirmative action programs.

■ Bring minority staffers into top management as quickly as possible. They are needed both as believable role models and as participants in guiding the newspaper. This may require going outside your newspaper and perhaps outside the newspaper business to find the right people.

The point is not to fill the next, or any specific opening, with someone of a particular color or gender. But you and I can require that no job opening

be filled until finalists include first-rate people of diversity. And you and I can insist that the people in charge must include people of different races and colors—men and women. . . . The idea here is not simply to improve the numbers, but to be committed to let people of pluralism contribute fully. To listen to them. To grow with them.

Despite all the hand-wringing and good intentions, the corporate culture of newspapers is set up so that doing nothing pays off. Journalism's middle managers act as if they will get maximum payoff by doing the minimum. Keep the lid on. Hire people you and others are most comfortable with, the people who share your cultural values. You don't have to feel edgy about the risks you think you're taking. You don't have to spend time looking for the "perfect" non-White candidate. You don't have to explain to colleagues what you're doing, and then

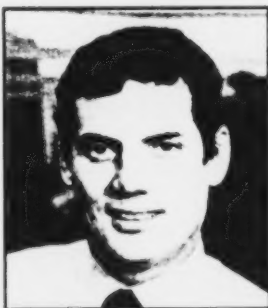
wonder what they're saying about you behind your back. You don't have to worry as much if the people you push forward fail, because nobody will single you out as the person who tried something new and didn't pull it off. You may not have to justify extra expenses to search for and secure the people you want to get. You may not have to worry about reactions of readers, who may not want to deal with a reporter of color. You may not have to worry about hostile reactions in the newsroom, except for people of color, and you expect that anyway. You feel safety in numbers. After all, most people don't do it the way you just didn't do it. You may get yourself off the hook by rationalizing that this time you didn't have the right mix of candidates, but next time you'll do better. The great thing about that rationalization is that it works every time, until somebody calls you on it.

What expectations does the management of my newspaper have for my future? Will I get a fair chance for advancement here?

Any good manager knows that these are core questions for all newspaper employees. They are next to impossible to answer since they are so dependent on the economic future of the newspaper, the level of performance as people are given increased responsibility and the chemistry between personalities on an office team.

Add race to the equation and the subtle problems multiply. The day may come when a manager can claim to be indifferent to race, but that day is not here yet. Until it does arrive, conscious

Everyone Needs Role Models



Bill Ketter
Vice President and Editor
The Patriot Ledger, Quincy, Mass.

Critical to the retention process is the existence of role models for minority staffers. They must feel that there is an opportunity to advance. We work so hard to bring people to the newspaper, but we tend to forget that they have the same aspirations for their futures that all of us have. Unless they see advancement actually happening at their own newspaper they will leave, either for other professions or other newspapers.

The problem is that you can't instantly promote someone, especially when new recruits are relatively inexperienced. So we

decided to hire people who were ripe for promotion from other newspapers. In the last eight months we have added two to the staff. We brought in one person who was a sub-editor and made him copy desk chief. The other was a veteran staff graphics artist, who had made it known at his newspaper and beyond that he was interested in getting into management. He is now our graphics editor.

These two editors have been a major factor in attracting more people of color to the newspaper and in keeping those with three or four years experience that we were tending to lose.

We also have organized our minority staffers into a welcome wagon crew. When candidates come in for interviews or tryouts, they take them under their wing, answering questions and giving them advice. If they're hired, the host role is maintained during their first months on staff.

There is no question that the more people with similar background a new staffer meets at the newspaper, the more comfortable he or she will feel. That's true of all of us, isn't it?

positive consideration of race will be necessary in effective staff development.

As of 1990, 9 percent of the executives and managers in the newspaper industry work force were minority employees (compared to 13 percent in the total U.S. work force).

There is progress to be made before minority staff members can believe they have an equal chance at managerial jobs at their newspapers. The difficulties inherent in answering questions about a staff member's future don't provide a rationale for ignoring them. Managers can be 100

percent certain that all employees, but especially minority staff members, will keep a close eye on compensation, training, evaluation, promotion and all elements affecting career advancement—and will welcome as much communication about them as possible.

Compensation

Management always hopes that staff members will not discuss and compare specific salaries; inevitably the office grapevine always includes them, whether the figures are accurate or not. A fair pay scale system, whether it is made public or not, can allay fears among staff members that there are inequities in salary levels.

What to do?

- If a union contract or the newspaper's own policy categorizes job descriptions and salaries, general levels of pay will be known by the entire staff. If there is no announced compensation system, an outside consultant can be brought in every few years to analyze current salaries, based on detailed job descriptions, and identify any that are out of line. Employees who are assured that salaries are based on experience, job responsibility and performance, rather than friendship, race, gender or happenstance, are able to do their best work with fewer distractions.

- Keep salaries competitive with other employers in your region. When retail clerks make more than reporters; when middle managers in all departments can take their skills elsewhere for more money, pay levels

need fixing.

We often talk in the industry about the glass ceiling. Perhaps it is real, perhaps it is perceived, but throughout the industry I feel that Black talent is often not cultivated in the same way or to the same extent that White talent is. Until that changes, Blacks won't stay at newspapers at the same rate Whites do . . . What we want is the opportunity to grow, to really feel part of an organization, to see the fruits of our labor.

Training

Opportunities for training can differ greatly according to each newspaper company's style and resources. In recent years the number of specialized newspaper training sessions has multiplied. They may be offered by national associations, universities, state press associations, private firms or newspaper groups themselves. More and more newspapers are recognizing the benefit that well trained staffers offer to their departments. Minority newspaper employees, who register an even stronger desire for advancement into management than their White counterparts, are anxious to attend training seminars. Attendance at such seminars: 1) confers a certain status on the employee being selected and 2) can prepare the person for the next step up the career ladder.

What to do?

- Keep a library of reference materials on training sessions available—covering as many departments, skills and levels of management as possible. Evaluations of these offerings are helpful if they are

available, including those from members of the staff who have already attended.

- Analyze, every six months or so, who is attending training sessions. Is there a balance among departments, gender, race, etc.? This is important not only for fair distribution of training and traveling perks, but for the diversity of experience and viewpoints that minority participants can add to training sessions.

- ANPA Foundation has fellowships available for minority employees to attend regular training courses at ANPA, the American Press Institute, The Poynter Institute and others. Nominate your newspaper's employees for these on a continuing basis. Take care, though, not to allow the fellowships to take the place of the usual "front door" selection of minority employees to attend training sessions for which the newspaper pays.

- Give people an opportunity to request training. Tell them whether you agree that their requests are appropriate and whether the newspaper's finances will support their attendance in the future. Mutual choices regarding training help both managers and workers focus on each employee's career development.

This industry is weaker than any other I've seen when it comes to the use of internal and external resources for training. There are several areas needing greater commitment. One of those is in management skills. Management development courses are good for identifying people with



management potential. In addition, there are people who are taking over management jobs who suddenly have new aspects to their jobs that they don't understand. We need to provide junior people with training.

Evaluation

Human beings have a natural inclination to avoid discomfort. A manager may not really want to deal with an employee's answers to "How's it going for you? Do you like your assignment? Does it fit with your future plans? What's your assessment of this newsroom and newspaper?" So the questions are sometimes avoided. By the same token, the employee may fear hearing the manager's measure of his or her work.

Uncomfortable or not, constructive evaluation is essential to all work situations.

In ASNE's "The Changing Face of the Newsroom" survey, 38 percent of responding staffers felt that the worst

problem among newsroom managers was that they were "poor at staff encouragement and feedback." Twenty-nine percent of reporters listed "staff morale" as the most significant newsroom problem; only 16 percent of their editors did.

A performance evaluation system is the touchstone for the quality of work and job satisfaction of all employees in all departments of a newspaper. There are dozens of approaches possible, prescribing annual, semi-annual or even quarterly conversations and/or reports. The exact system chosen is less important than the fact that it is adhered to.

Encouragement and feedback are even more vital when cultural barriers are being crossed, often for the first time. Differences in approach and emphasis can be uncovered and understood. Perhaps most important, frequent and fair evaluation can reduce the number of assumptions made by both manager and staffer on the basis

of race alone. People are too complex to put into stereotypical categories of behavior based on race. They realize that better after an hour of serious talk about current performance and hopes for the future.

What to do?

■ Finding evaluation approaches and forms is simple. Human resources experts at your own newspaper or group, or within state, regional or national associations can provide a dozen samples with little effort. More difficult is selecting and modifying the one that best fits your newspaper. An internal committee, with membership cutting across the total newspaper, can do that effectively.

■ Most managers will need some training to be constructive evaluators. An expert (from the newspaper, the group, or an outsider with a briefcase) may do the best job but if that is not possible, a series of group discussions and role-playing sessions can pinpoint the most vital considerations in developing an evaluation approach. This suggestion assumes that all managers have received some level of multicultural training, described on page 16.

■ Be as honest about performance as possible. Don't hold the truth back about less-than-hoped-for work from minority employees. That builds the damaging impression that you expect less from them. Just as important, don't nit-pick at their performance or fail to recognize their potential because of assumptions about racial differences.

■ As important as the formal evaluation system is, it can never substitute for the daily interchange that can make or break a minority employee's entrance into the mainstream of a newspaper.

Evaluations in this environment are essential. People need to be taught how to do that. Editors are the dumbest people on human interaction—because that's not where our concern is. We have to find the people in our organization who can help us devise those forms, have adequate feedback and set some rules about what you will do and what you won't do. Watch how you say, "This person's too aggressive," or "This person doesn't care about people." They may have different meanings than what the person may be trying to say, and it affects women and minorities more when you use the wrong words to describe what the person has or has not been doing. We have not taught people how to give evaluations and we have not monitored how young managers, in particular, are doing it.

Promotion

Statistics from ASNE's survey tell an important story about the ambitions of minority newsroom employees—one that can probably be extended across newspaper department walls.

The survey report says, "On the whole, minorities set higher goals for themselves than their White peers. Fifty percent of the minorities, compared with 39 percent of the Whites, aspire to the publisher's or editor's job, or to reach some other top newsroom



position. And 24 percent of the Blacks (compared with 8 percent of the Whites) say they hope to rise to the publisher level some day."

Fortunately, this level of ambition coincides with a need for more minority managers and leaders in the newspaper business. The multicultural newspaper staff can become a working reality only when enough minority staff members join the ranks of top management to influence decision-making and to serve as role models for those with high potential serving in the lower ranks.

This is more easily said than done. The perception among minority employees in the ASNE study is that race is a problem in getting promoted. Forty-nine percent of Black newsroom

employees believe that race is their biggest obstacle to promotion, although this feeling is less prevalent among Hispanics (10 percent) and Asian Americans (12 percent).

What to do?

■ Perhaps the most direct way to guarantee that minority candidates will be considered for management is to place several experienced minorities in upper management positions and then listen to their advice about identifying other potential minority management candidates. You may need to go to other newspapers or outside the business to find those first managers, but if they are selected carefully, they can make a positive difference immediately.

■ Post all job openings.

■ When a new manager is named—minority or non-minority—schedule him or her into a management training seminar as soon as possible.

■ Don't give job titles without full authority to make decisions related to job responsibilities. That sets a new manager up for certain failure.

■ Watch out for an imbalance of minority managers in staff positions (e.g., director of personnel, manager of minority affairs) versus line positions (managing editor, circulation director). Isolating them in staff ranks can take an edge off their status.

■ If minority managers don't belong to the same clubs and professional associations as White managers, and aren't included in inter-office socializing and don't represent the newspaper on community committees and at social functions, the

Encourage People to Move Up, Not Out



Anne Saul
News Systems Editor
Gannett Company Inc.

Our focus should be on retaining minority employees — not at particular newspapers, but in the business. We shouldn't be concerned with losing people to another newspaper. We should be concerned if we lose people to another business.

I think Gannett would not look kindly on a manager who tried to stand in the way of any employee who wanted to move upward into another newspaper. There are too few minorities in the ranks right now to waste their talents and then lose them forever. I would prefer they talk with me and ask my advice and help in their next move. If they've made their minds up, or they have personal issues influencing this decision, it's out of my control. I should be seeing to it that they find the right job. I may get them back later at an even higher level.

I encourage talented people to move to another, usually larger newspaper if they're ready to move

up but we don't have an opening. It's fine for small and medium-sized newspapers to serve as farm teams if the pipeline is well established, and others fill the places of those who have left.

Being part of a group helps a lot. Gannett has a weekly newsletter that features selected job openings; once a month every opening at Gannett is listed in one publication. In addition, managers often FAX resumes of minority candidates who are ripe for promotion. Gannett also has a database giving bios (and ratings, if they've been interviewed) of applicants — college students, newspaper staffers outside Gannett and Gannett employees.

Newspapers that are not group-owned can form their own state or regional clearinghouses for job openings and minority applicants.

Small newspapers don't always have to serve as farm teams that take beginners and train them for others. The system can reverse itself to their benefit. Managers at larger papers may have a minority staffer ready for a move into management, but not in the big pool yet. A call to a friend at a smaller newspaper with an opening could send the person back as managing editor or advertising director to that smaller paper where he or she started.

Editor's note: Until October 1990 Anne Saul was executive editor of the Pensacola (Fla.) News Journal, a Gannett Company Inc. newspaper.

changes in their leadership positions and the newspaper's culture are likely to be temporary.

Not all promotions need to be into management. A reporter may become a columnist or a programmer may be asked to develop a new computer system. If a new title and better salary accompany those changes, the status of the employee will be recognized.

I felt I was able to do many things at my paper: I spent half my career there as a writer and half as an editor. But I also felt, much to my chagrin, that there was a limit as to how high I could go at the paper—that my paper would not be willing to have a Japanese American assistant managing editor, for example, or perhaps even a Japanese American metro editor—at least in the foreseeable future. It is a very real concern to many of us and it's something that gnaws at you: how far can you go? I think you will hear that often.

I have full faith in the people I promoted. They paid their dues and earned their way. . . . Let them interact; respect will come. Part of it is the Good Old Boys getting used to taking orders from women and minorities to whom they've been giving orders.

We've got to make a connection between the product and the process. Mainstreaming in your newsroom isn't worth a whole lot if the reader doesn't see it on the newspaper pages. We really don't have to wait until we have a fully diversified newsroom to cover our whole communities, but the two are inevitably linked.

Mentoring/coaching/"special treatment"

Again this is a delicate area. What do you do for minority employees that you wouldn't do for non-minorities? Certainly not assume or accept lower performance. Or promote them before they are ready. Or, on the other hand, box them into a minority beat or send them to sell only to minority advertisers.

Instead, you consider doing for them—and all others—what White staffers have appreciated all along. You make certain that at least one experienced person is there for each newer, younger employee to view as a mentor or coach—sharing the secrets of how to work the system productively.

In addition to making a place for legitimate cultural differences among large staff groups, the one "special treatment" that can be considered fair in this equation is based on the fact that many minority employees will come to a job (and sometimes even a community) where their color and background can isolate them quite noticeably. This can create stress that may require extra special consideration in helping the staffer get settled and become comfortable.

What to do?

- Develop an orientation program to introduce all new employees to the newspaper and the community.

- Set up a structured mentoring system, one that provides some guidelines for mentors about the kind and frequency of help that will be expected of them. This will change

according to the department and individuals involved, but should guarantee that a relationship is initiated.

- Should you match ethnic backgrounds between mentor and new minority employee? If that is possible, the answer is yes, unless your staff members are opposed. The aim of the program is to make the person feel comfortable by finding a professional friend in a somewhat frightening environment. A good part of that fear

draw on as they start their careers.

The first question minority candidates ask us is always, "How many minorities are at the newspaper?"

I had a fairly painless, seamless integration into the newsroom. There was kind of a new program to bring people in more slowly. . . . I was one of the first wave of people who had a two-week period where you met everyone and you saw how things worked and



stems from crossing racial barriers, so mentoring without those barriers present is apt to work best.

- Don't leave the success of the orientation and mentoring to chance. Build several checkpoints into the system to find out how the process is working.

- Consider offering no-interest short-term loans for the initial payment on a car or the first and last months' rent on an apartment for new employees. This would be offered to all employees, but could be particularly important for those minority staffers who have no financial resources to

sat at the side of the national editor to get a real good sense of people's personalities and how the paper worked.

And so when I came in, I think I came in pretty strong, and the first couple of stories I did got good play and kind of started that process. So I think all those things are reinforcing.

There was a woman on the city desk who took an instant liking to me. She read my stories, taught me that it was OK to take risks. Other reporters read my stories as well; the newsroom promoted such camaraderie.

Valuing and Managing Diversity

Excerpts that follow from "Cornerstone for Growth: How minorities are vital to the future of newspapers," tell the story of the racial changes taking place in the country and in the work force. White managers can choose to view these statistics in a variety of ways, but "Cornerstone," published by the Task Force on Minorities in the Newspaper Business in 1989, provides a positive, challenging framework for newspapers through a list of what the booklet calls "favorable facts and challenges."

■ The newspaper readership gap between Blacks and non-minorities is lessening. While total daily readership of newspapers is falling, Black readership has fallen half as far as White readership since the mid-1970s.

■ Minority interest in newspaper content is increasing. They show above-average loyalty to their newspapers and are, in fact, more interested in stories on education, entertainment, health, consumer tips, major crimes, fashion, computers and home improvement than are non-minorities.

■ Minority newspaper readership can be expected to increase as education and income levels rise. Better educated Black people in the upper-income groups are more likely to read newspapers than their non-minority peers. Language is an obstacle with some Hispanics and

Asians, but readership among educated, upper-income members of both groups is as high as that of non-minorities.

■ National advertisers are investing more attention and money in minority markets. Newspapers that can consistently reach these consumers could attract more of the national and local retail advertising business.

■ Many newspapers already have some minority readers and so have a base on which to persuade more



minority business owners to advertise.

■ As the population ages, newspapers must attract younger readers. Minority populations are growing most rapidly and also are younger. Unless newspapers become a vital part of the lives of emerging generations of young readers, future circulation growth is in jeopardy.

■ If strategic investments in training and education by newspapers aren't made now, there will be a significant dearth of qualified new workers by the mid-1990s. Talented minority youth will be able to choose among careers, but the newspaper

business has a strategic interest in competing for those minority employees.

I went back to the town I grew up in in Southern California. Pomona had a small Mexican-American population, but it was pretty much White. Now it's one-third White, one-third Hispanic and one-third African American. America's changing, not just in the big cities. When newspapers see that they're losing their readership, I think you can persuade them to think about this.

One of the problems we never talk about is that when you're hired into mainstream journalism, you're perceived as an advocate. It doesn't matter who you are, the people hiring you consider you a genetic advocate. Every minority journalist I know has always faced the question, "What are you first, a Black (or Mexican-American) or a journalist?" I've never run into a White who's been asked that question. That is a critical distinction to remember.

The first line on our management by objective form is "EEO." Executives continue to ask themselves, "What am I going to do this year, knowing that next year's bonus is going to be predicated on what I'm shooting at and how well I achieve it?" They always want this year to be better than last. Various companies have found ways to state that you're not a success in this industry unless you address EEO goals. That is beginning to permeate the industry.

Corporations in the United States and Canada are addressing diversity

through an evolutionary process that started in the 1960s. Moral persuasion first moved people to examine and begin to reject the tradition of segregation. Once civil rights laws were passed and court rulings backed the principles of equal access and employment, legal coercion became the most effective tool to change practices, if not minds.

Today we are beginning a new phase in this evolution—a phase in which diversity is valued and managed effectively. The premise in this shift is that everyone has something different to contribute, and we can capitalize on those differences if we work at it. In this environment no one is denied the opportunity to reach his or her full potential. The business that puts this philosophy in place is able to make the most of what its employees offer and use that to a competitive advantage.

If the only motivation for change is coercion, progress toward diversity is often caught in a self-defeating cycle: The problem of shutting out people with different backgrounds is recognized; those people are recruited; a plateau is reached where no further progress happens; a crisis arises as people leave and the organization is back to recruiting again.

On the other hand, when a truly multicultural environment is established, it works naturally, without feeling artificial or coerced.

What to do?

At some time or another your staff will probably need training in how to take advantage of, rather than be stymied by, diversity. Multicultural

training is the best route to an environment of growing trust between new mixtures of people with different racial and ethnic backgrounds.

■ In-house multicultural training will reinforce the best principles of management and human relations in the workplace within the framework of a need for special understanding between the races. It will not be the “touchy-feely” exercise that some managers fear, but it will put on the table for examination some of the unspoken assumptions that stand in the way of productivity at your newspaper. ANPA Foundation's on-site services can help your newspaper develop and lead these in-house programs.

■ There are a dozen other consultants who can produce on-site multicultural training services. For information on those, contact ANPA Foundation.

■ BNA's “Bridges” program is made up of videotapes and a workbook with suggested exercises. Bureau of National Affairs, 1231 25th St., NW, Washington, D.C. 20037.

■ “Managing Workforce Diversity” is a set of videotapes and workbook with suggested exercises. U. S. Learning Corp., 1150 Foothill Blvd., La Canada, Calif. 91011.

■ “Valuing Diversity” is a videotape series of vignettes, with workbook and exercises. Copeland Griggs Productions, 302 23rd Ave., San Francisco, Calif. 94121.

Who gets multicultural training? It works best when top and mid-level executives go through it together. All will learn from it, and a sense of purpose and determination will be



transmitted if the CEO is present or has already taken the training.

The training can take from one to two full days and therefore will require plenty of advance notice for participants to make arrangements to be away from their offices for this time. Interruptions will be less likely if a conference room outside the newspaper can be reserved for the training.

Multicultural training will not be on the top of the list of most desired training opportunities for the majority of managers. The need for it may be in direct proportion to resistance to it. A no-excused-absence policy will be required for those who simply “can't get away from my desk today.” In addition to on-site multicultural training for as many staff members as possible, it is possible to send selected managers, both minority and White, to more intensive sessions away from the newspaper. Some of these (usually about a week long) are offered to the corporate world in general, and give attendees a view of the problems and opportunities inherent in managing a diverse staff in any type of business. A

few are set up specifically for newspaper managers, exposing them to management techniques at the same time that they learn about multiculturalism.

These programs are more expensive on a per-person basis than the on-site trainings, but provide a broader, longer lasting commitment to excellence within an environment of diversity.

■ The Institute for Journalism Education runs a Management Training Center at Northwestern University, which "prepares new managers from both the news and business sides to operate effectively and creatively in a multicultural work force and marketplace. During the eight-week program participants are given an in-depth look at financial management, budgeting, leadership styles, business decisions and operations, business ethics and organizational behavior." Participants spend six weeks in the summer in the classroom, followed by two weeks at a field site newspaper. Newspapers nominate participants—middle managers of any race. Contact IJE, Preservation Park, 663 13th St., Third Floor, Oakland, Calif. 94612; (415) 891-9202.

■ The Multicultural Management Program at the University of Missouri School of Journalism offers a four-week training program for newspaper and magazine managers who work with culturally diverse staffs. The program is intended to increase the number of minority managers. Applicants must have the recommendation and support of the newspaper or magazine. Contact Executive Director, Multicultural Management Program, School of

Journalism, University of Missouri, P.O. Box 838, Columbia, Mo. 65205; (314) 882-1581.

■ The Poynter Institute conducts a number of leadership seminars that include managing in a multicultural environment. The programs offer discussions and role-plays to build understanding of employees, readers and advertisers. Topics include covering diverse communities and changing organizational culture. Contact Paul N. Pohlman or Karen F. Brown, The Poynter Institute for Media Studies, 801 Third Street South, St. Petersburg, Fla. 33701; (813) 821-9494.



One caution to top managers: Never attempt, as a part of multicultural training, to change the core beliefs on which your organization is founded. For instance, a newspaper that takes justified pride in the quality and accuracy of its news coverage should never consider that it is lowering standards in order to bring people into the newsroom who haven't been there before. Instead, support for the new reporters can fine tune their

reporting skills, and newsroom managers can be convinced that the accuracy of coverage of the minority community is better than ever before!

White people are scared to death to ask questions of minorities that you wouldn't be afraid to ask White people. We're not in sync with each other about communication. We're afraid to broach it, because it's different. You're afraid to ask it because it might be trouncing on something cultural.

We have a foolish little thing at the Miami Herald inside our newsroom. We have a section for the daily newspaper in Spanish, and at 3 o'clock every

afternoon they have their Cuban coffee, and it's very nice for me to be in the newsroom and smell this. It's sort of familiar and it's really wonderful, you know? And I think it would make a very big difference if I had to work in a place where I looked around and there was no sense of things that were familiar. I mean, if I don't have my coffee, I can still write a good story, but I still think that psychologically it's just a nice feeling. It makes you happy personally.

Newspaper Content

In the long run, any action taken to diversify a newspaper's staff means little if that action does not eventually affect the product. If a newspaper's coverage, advertising and circulation do not change to reflect North America's increasing multiculturalism, then nothing of consequence really has happened.

The delicate issues surrounding news-editorial coverage remain a bone of some contention among minority journalists, as the quotes on these pages demonstrate. There has been less open conversation about advertising—whether minority businesses are sought out and whether advertising is aimed at all segments of the community.

Circulation is a third consideration, again often ignored as a core influence on the newspaper's stand on diversity. Do the attempts to sell hard in top income zip code areas, where mainly Whites live, neglect other communities with more diverse populations? Is the complaint that it is too hard to sell and collect for subscriptions in the inner city at least partially an excuse to avoid that area?

What to do?

Note that very few of the following suggestions absolutely require the involvement of minority reporters and editors. Publishers, editors and news editorial staff need not wait until

minority staff numbers are where they should be before broadening news coverage. These ideas can be put in place immediately and improved on by minority staff members once they are on the scene.

- Develop a list of minority sources: experts in various local, national and international fields, civic leaders, business people, people "in the know." You can get this list started by ordering copies of "Guide to Black Organizations" and "The Directory of Hispanic Organizations" from Phillip Morris Public Affairs, 120 Park Ave., 24th Floor, New York, N.Y. 10017.

Another comprehensive guide to Latino organizations is "The Hispanic Resource Directory" available from the Denali Press, P. O. Box 021535, Juneau, Alaska 99802-1535.

Another helpful resource is "Asian Pacific Americans: A Handbook on How to Cover and Portray our Nation's Fastest Growing Minority Group," available from the National Conference of Christians and Jews, Southern California Region, 635 S. Harvard Blvd., Los Angeles, Calif. 90005-2596. Copies are \$5, payable to NCCJ.

Use the sources for all types of stories, not just for covering the minority community.

- Take care, though, not to assume that any one or two leaders are able to speak or act for an entire minority population. Or to reflect in your news coverage the popular stereotypes, such as the misconception that most poor people are African American or Hispanic (they're not) or that all Asian

Americans are brilliant and disciplined (they can suffer just as much from this "positive" pigeonholing as other groups do from negative images).

- Invite minority leaders, singly or in groups, to the newspaper to advise managers on ways to improve coverage, advertising and circulation within minority communities.

- Send reporters (and mid-level editors) into minority communities to attend neighborhood meetings, civic meetings, and school meetings on a regular basis. Most do not know these communities firsthand. Or organize community meetings at a local school or church, asking for comments and ideas for the newspaper.

- Talk with schools of journalism in your area about starting a course on "Reporting the Multi-Ethnic Community." Course outlines are available from the University of Texas and Florida International University.

- Photographs tell an immediate story about how completely you cover all communities in your town. Are the great majority of people portrayed in your newspaper White males? If so, changes are needed.

- Features, editorials, columns, comics, obituaries—all will be changed to some degree with expansion of coverage. A recent study by the National Association of Black Journalists revealed that there are only 200 Black men and women working as sportswriters on newspapers, and no major paper has a Black sports editor. That indicates that something is missing in the coverage, especially

A Minority Perspective

There is the constant challenge, an abrasion, between our own identities and what editors are defining or perceiving as objective. It is assumed that if you are White, you are professional, you are objective and your ideas of news stories are what everybody wants to read. If you're a minority, you have to constantly argue about why this is also a news story if it deals with minorities. . . . Over the years, more and more of the stories that seemed to me to answer the need they had mandated [by hiring me to deal with U.S. Latinos and the Latin American Third World] were defined as being biased, by virtue of the fact that they called upon minority sources.

If you look at sociological work done on the media, you find that 85 percent of sources used in U.S. mainstream journalism represent government or other official sources—White sources. When you turn to other sources, you begin to work with a pool of people who are unknown, suspect. You have to try to credential them to gain a legitimacy that is automatically accorded to White people who are in jobs that carry titles that are familiar—no matter who they are.

The journalism profession tends to be very slow to recognize that there is more than one way to see anything.



Mercedes Lynn de Uriarte
Assistant Professor
Department of Journalism
The University of Texas at Austin

The editor defines as objective only his/her own perception in looking at a story. When employers tell you they are hiring you because they need a minority perspective, that sets off a little warning bell. My experience is that they really mean that "We're looking for a minority to say the same things we're saying, do the same things we do, but who will be Black, Hispanic, or whatever and prove that we're really multicultural, non-biased and we won't have any problems here, and ASNE will be happier with our figures." But the willingness to say, "If we integrate the newsroom

we're going to get other kinds of stories, say other sorts of things and provide perhaps another set of heroes," is not behind the call for minority journalists.

Minority journalists find themselves caught between the "right" way to do journalism as defined by editors, which is often alien to their personal experience of what the real world is like, and the "wrong" way to do journalism, which is to depend on their own intelligence and experiences to shape what they perceive as good stories, places to look for stories, people to go to for sources. Editors need to look at how often they look to people as sources and for story ideas that they can depend on to be predictable, familiar, reliable—and how often that excludes minorities and the minority community. Daily journalism does not seek to mainstream minorities. That is to say, you're doing a story on engineering in your city, there is no conscious effort made to find minority engineers who could be showcased or quoted in that story, to at least send a signal to your community of readers that minorities do good work in the mainstream job market that contribute to the betterment of engineering, or the solution of health problems or other things that give people the idea that we live among you; we contribute; we do something besides have drug problems.

when the extensive integration among athletes in most sports is taken into account.

■ Often minority communities complain that the preponderance of coverage about them is negative. Inclusion of people of color in all pages of the newspaper can help avoid this complaint.

■ The presence of minority staffers on the editorial board is especially important.

■ Be sensitive to the aims and preferences of minority reporters. Some like a "minority" beat, some feel boxed in by it. Allow some choice in the matter.

■ Set up an exchange program for a week, sending an editor or reporter to work in the minority community, while a leader from that community comes to the newspaper.

■ Involve the advertising and circulation departments in this new, more intensive approach to minority communities and neighborhoods. Are there minority businesses that should be advertisers? Does advertising already in the newspaper appeal to potential minority buyers? What circulation sales and collection systems could take best advantage of a market that often goes untapped? Do staffers in these other departments have ideas for better coverage of these communities?

■ If languages other than English are spoken by large segments of your community, consider running articles, pages or sections written in those languages.

■ Run conversational language courses for any and all staff members who want to learn a language—e.g., Spanish, Vietnamese—spoken by a significant portion of your community. Reporters, editors, advertising sales people, circulation district managers, telephone operators and top managers all can do their jobs better once they can communicate with all segments of the community.

I have a column that runs every Friday. I get more response from White readers than I could have imagined. They write in to say, "I did not think about that point of view. That was racist. I realize now that that is a racist attitude." I get some hate letters: "Nigger, go back to Africa." That's all right; that validates trying.

I have been allowed to write about some issues that were very touchy. People appreciate the fact that they got another point of view. It's a lie when you say we shouldn't deal with those issues. People want to read about them. And the Black community is very happy to have someone who's dealing with the issues. It works in both neighborhoods.

We did a series on the Hispanic community in our city, which is growing—it's now up to 12 percent. We did it with no Hispanics on the staff, no Spanish speaking Whites on the staff. We're doing it again, 10 years later. It's a totally different, much more sensitive, much more effective job. We're a better newspaper as a result.

We had a unique role to play, the handful of us who were Black and who managed in some way or another to crack the generally rigid color line in the mainstream media in the 1960s. We saw our work in the media as one way to uncover some of the truths that the nation needed to confront. But our White employers had a difficult time with these contradictions. In most cases the whole truth, as we knew it, was not welcomed. Although the media managers we worked for wouldn't admit it, they wanted only that small portion of the truth that they could digest with relative comfort. To be sure, we helped our employers disseminate and broadcast a lot more truth than they had been willing to up until that time.

We were all quite different individuals and we handled the difficult and frustrating parts of our jobs in different ways. Some of us got very angry and very bitter. Some of us lost hope and left journalism. Being Black in the media made it hard to stay sane. . . . [We] were constantly being challenged by White editors and reporters who refused to accept our perceptions. They either did not know or refused to look at the facts of Black life. And they used their ignorance to construct a belief system that denied our experience because it was not their experience. What hasn't changed from those days is the newsroom culture's insistence on staying as comfortable as possible, by holding on to prejudice, ignorance, denial and the old ways of doing things.

Networking

Minority staffers seek assurance that they are not alone in breaking down the barriers to diversity. So do managers who are committed to the same goals. There are many ways to get help—we tend too frequently to forget or ignore them. Here, as in most other situations, who you know may be more important than what you know.

Perhaps the most vital networking resources nationwide are the minority journalism associations. They have national, regional and local divisions. Members of these groups have experienced most of the challenges addressed in this booklet, and have thought at much greater length and depth than most of us about how to change things for the better.

These associations have job placement programs. They run excellent summer workshops and career days for high school students. They keep track of names and statistics across the country. They can provide speakers and copies of speeches. They have ties to minority experts in fields outside journalism. And they run some of the best annual conventions offered in the newspaper business.

With all good intentions, newspapers often appoint committees made up almost totally of White managers to plan ways to promote multiculturalism at the newspaper. They forget that, even if there is too little minority representation on site at the newspaper at the time, the resources of the minority journalism

associations are there for the asking. The executive directors of the national offices listed below are knowledgeable, helpful and can put you in touch with the right people.

Asian American Journalists Association

Diane Wong, Executive Director
1765 Sutter St., Suite 1000
San Francisco, Calif. 94115
(415) 346-2051

National Association of Black Journalists

Linda Edwards, Executive Director
Box 17212, Dulles Airport
Washington, D.C. 20041
(703) 648-1270

National Association of Hispanic Journalists

Jose D. McMurray, Executive Director
National Press Building, Suite 1193
529 14th St., NW
Washington, D.C. 20045
(202) 783-6228

Native American Journalists Association

Laverne Sheppard, Executive Director
Campus Box 287
Boulder, Colo. 80309
(303) 492-7397

Minority journalists on staff should be encouraged (and helped financially) to join these associations and attend seminars and conventions. In many cases, such memberships will represent their strongest professional resource.

Sad to say, minority staffers on the business side of the newspaper do not

have access to the same kind of associations that minority journalists do. There are sometimes more general organizations that can serve the same purpose, e.g., the National Black MBA Association. Also, if they get a chance to attend management training seminars, they can develop an ongoing



telephone network with fellow participants.

As this booklet goes to press, a new organization for minority managers of all ethnic backgrounds and in all newspaper departments is being formed. More information on the National Association of Minority Media Executives is available from Al Fitzpatrick, assistant vice president/minority affairs, Knight-Ridder Inc., One Herald Plaza, Miami, Fla., 33132; (305) 376-3934.

Additional ideas for networking:

■ Encourage minority staffers to organize a committee to address minority concerns at the newspaper. Conscious encouragement in this direction can elicit fresh ideas and solutions to genuine problems, not just a laundry list of complaints.

■ Minority colleges and newspapers offer a wealth of talent that is seldom mined other than for recruiting new graduates. Professors can fill in as summer replacements. Exchange programs can be developed, lasting from a week to a year. A mid-level management job could be filled by professionals from these institutions.

"Keep your eye on the doughnut, not on the hole," my favorite j-school professor always said. To leave this business accomplishes nothing; to stay—and teach and fight—accomplishes something, though sometimes not much, for the greater good.

Change, you know, comes from within, and it's only by going through the hottest of fires that I can help teach someone how best to extinguish them. So I stay, through the insults, racial and ethnic ignorance and biased coverage. Through the I-think-I'm-getting-an-ulcer. To help mend the broken ladders, still the revolving doors, remove the glass ceiling.

I really can't blame folk for leaving this business. I've come oh-so-close to doing that myself. But I know it's because of people like me that people like me can inch forward. And that's the greater good.

Recruiting

The newspaper business is better at recruiting minority candidates than it once was. Our strongest minority programs are those that have been put in place to support recruiting. If these programs stay alive over the next decade, successful results should multiply.

There are still problems—too few newspapers participate in job fairs; fewer than 50 percent of newspapers have minority reporters or editors; historically Black colleges or others with large Latino, Native American or Asian student populations are not tied



closely enough into our network; students don't know enough about job possibilities outside the newsroom; both recruiters and students sometimes come to job fairs ill-prepared to offer what is expected in the interview exchange; some newspaper departments outside the newsroom have not bought into establishing a multicultural climate—but the answers to solve these problems are within easy reach.

If full advantage is taken of the ideas and resources in the following list,

success in recruiting diverse candidates for all departments in your newspaper is just about guaranteed. And that success will come more easily with the addition of each new minority staff member. In greater numbers, these employees will feel more comfortable, be less burdened by the lonely and impossible responsibility of "representing the minority view" and help lead you to other minority candidates with real potential.

What to do?

■ Attend minority college job fairs. There are a dozen cosponsored by ANPA, ASNE and the Task Force on Minorities in the Newspaper Business each year. Two of these are newsroom-only; the remainder cover all newspaper departments. Additional newsroom-only fairs are held by Howard University, Newsday and the California Chicano News Media Association. Go to more than one if you can. Send the right people—first-line hiring supervisors or super-sharp human resources people who really can sell your newspaper as a place to work. Talk candidly about job requirements and actually offer a job or an internship sometime in the foreseeable future.

Job fair contacts:

ASNE—(703) 648-1144
Task Force on Minorities in the
Newspaper Business—(703) 648-
1285
Howard University—(202) 636-7855
Newsday—(516) 454-2183
California Chicano News Media
Association—(213) 743-7158

■ Use all job listing possibilities available. JOB-ANPA, a minority recruitment service run by the Human Resources Department of ANPA, will announce your job openings through an 800 call-in number. All the minority journalism organizations maintain job listings—some have lists of candidates as well. Advertise in local minority newspapers and in newsletters of minority organizations in your area. Don't overlook your own newspaper. Use it to announce job opportunities to all segments of the community, and give yourself more than a three-line classified.

■ Cultivate your own special relationships with minority students through scholarships and internships. In the early 1980s the Baltimore Sun established a scholarship/internship/job program that sends one Baltimore freshman to the University of Maryland on a full scholarship each year. Each year's winner is given a summer job and continuing financial support until graduation, and then is offered a job at The Sun. Several reporters are on staff after completing the program. Variations on this theme can be developed to suit your newspaper's particular needs and finances.

■ Court colleges and junior colleges in your region. Market your newspaper's appeal as a place to start a good career. Support these schools through campus visits or expert in-kind help and equipment, or even cash, if you can afford it. Stay in touch with their best faculty members in many fields, not just journalism. Your newspaper needs accountants, artists and computer experts in addition to



reporters. Tell your inside sources that you're seeking the best minority candidates for jobs and to keep you in mind. If you can, make one or more of these collegiate campus sources a predominantly Black college or a school with a sizable Latino, Native American or Asian population. You won't believe the dedication of students at these schools until you see it for yourself.

■ Develop a local network, especially for business-side departments, which usually hire locally. Contact religious organizations, minority chambers of commerce, fraternities and sororities, the NAACP and the Urban League. Encourage department managers to develop special recruiting resources. Circulation departments can keep track of carriers and use college students as summer replacements for vacationing district managers. Advertising departments can be on the lookout for good sales people in the businesses they serve. Adult carriers can let customers in minority neighborhoods know of job openings.

■ Post job opening announcements in supermarkets and shopping areas where minority candidates will see them.

■ Stay in touch with the growing number of minority employees throughout the United States and Canada who are moving into leadership positions in advertising, promotion, circulation, etc. Call them for ideas for candidates when a position of significance opens up.

■ Let current minority employees help swell their own ranks. Ask them to tell their friends and associates of opportunities at the newspaper.

■ Be frank with minority candidates. If their resumes are missing or lacking in polish; if reporter candidates don't bring clips; if students haven't done enough to learn about your paper before an interview; tell them that's not good enough. But give them a second chance, and a third one if needed, to show you their capabilities. Be frank with them too about job opportunities. If many of the candidates you're interviewing show promise but not enough experience, share their resumes with other newspapers. Several of the larger newspaper groups have a formal process for doing this. Knight-Ridder, for example, keeps a clearinghouse through Assistant Vice President Al Fitzpatrick, where resumes garnered from job fairs and college visits are kept on file, ready for distribution to a supervisor with a job opening at any Knight-Ridder newspaper. This can be done on a less formal basis by smaller newspaper groups, or through state and regional associations.

■ Urge the Accrediting Council on Education in Journalism and Mass Communications to apply firmly the accrediting standards relating to diversity on campus at schools of journalism. Few accredited schools have enough minority faculty and students, or special programs to recruit and keep them. Offer one of your top managers, minority or White, as a member of one of the 10-20 accrediting teams that visit campuses each year. He or she will learn a lot about the state of journalism education today and can ask pertinent questions about conscious efforts to integrate the school. ACEJMC's address is the University of Kansas, School of Journalism, Lawrence, Kan. 66045; (913) 864-3973.

■ Make use of (and support financially) programs that provide summer training for minority college graduates who want to work for newspapers. Three universities run such programs: Ohio University (614) 593-2590; Marquette University (414) 228-7132 and the University of South Carolina (803) 777-4105. They take candidates—some with journalism degrees, most without; some new graduates, some with work experience—who are willing to spend at least 10 weeks at an in-depth residential program. They receive intensive training in such skills as newswriting, copy editing, page layout, interviewing, and are ready for newsroom jobs in the fall. In 1989 these programs provided 10 percent of all new minority newsroom hires at U.S. newspapers!

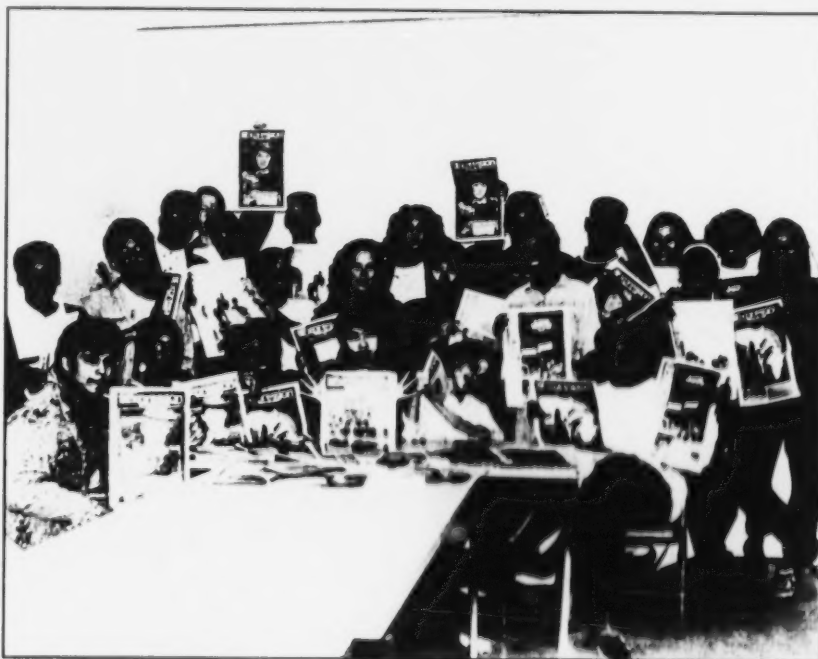
■ Set up a newspaper/college exchange program for a week, a month or a semester. Send one of your sharp minority staffers to trade places with a faculty member. Your representative can serve as a role model for students of color, convincing them that there are good job opportunities in the newspaper business. Or give faculty members at minority colleges a chance to work at your newspaper over the summer. They will welcome the experience and the pay, and their students will benefit from their familiarity with the workings of a newspaper.

■ Pay competitive starting salaries! Any student—black, brown or white—wants a minimally decent salary in return for the effort it takes to gain a bachelor's degree.

Starting Early . . . Very Early

"Find them young. Give them what they need. Don't let go." So says the subhead of The Poynter Institute's brochure describing and prescribing their Writers' Camp for high school students as a way any newspaper can develop future minority journalists.

These words say it all. Newspapers that succeed in interesting young people in newspaper careers work from a broad base of support for education in their communities. They know, from their own recruiting experience, that new minority employees with newsroom or business skills are not ripe for the picking just out of college.



How to Develop Young Talent

Tananarive Due and Andrew Innerarity grew up in Miami. We hope they'll grow old with The Miami Herald.

They both started working for the Herald, part time, when they were high school students. Now Tananarive is a staff writer; Andrew, a staff photographer.

At the Herald, retention is in great part linked with recruiting. Local recruiting, that is.

About a decade ago, without dropping our national recruiting efforts, we started looking at home. Realizing that we needed to encourage youngsters to go into journalism, we launched a modest



Tananarive Due



Andrew Innerarity

minority internship program that provided after-school jobs for high school students, some even as young as 14, in our zoned neighborhood sections.

It paid off. That's how we found Tananarive and Andrew. We also found a remarkable pool of talent, students who already had links with The Herald — they grew up reading it. They cared about South Florida.



Janet Chusmir

Executive Editor
The Miami Herald

They liked it. They wanted to stay here. They were more likely to develop roots at the newspaper. They didn't have to suffer the trauma of relocation. They had the support of their families and a network of friends.

We realized retention was better when there was a local link. So, as South Florida grew more ethnically diverse, we expanded our program to include community college students and youngsters from the neighboring county.

Two years ago, we set up a minority training program for students in local colleges. They work part time on our national copy desk, our business desk and in graphics. They get special attention and training. Nearly all joined the Herald full time when they graduated.

At the same time, we established a mentoring program that sends Herald reporters and editors into local high schools to teach, counsel and advise student journalists. We bring the youngsters and their advisers to The Herald for special seminars. Some of them also work part time in our Neighbors section.

We're also working to keep minority journalists, once they're here. We are using training, tracking and mentoring to ensure they are in the pipeline for promotions and better assignments. Herald policy requires that minority and women candidates be finalists for all positions.

We have a newsroom diversity committee that includes senior editors as well as minority and women staffers. This group helps us to be more aware of our shortcomings in the newsroom and in the columns of the newspaper.

Our coverage of the community is improving. One of the reasons is the staffers who have always called South Florida home.

Editor's note: Janet Chusmir died of an aneurysm on Dec. 22, 1990, as this booklet was being prepared for printing. She will be remembered as a vital and vigorous advocate for excellence in journalism and for her attentiveness to the career development of her younger colleagues.

By the time students are in their second or third year of college, it is often too late to attract them to newspapers because they have been lured in another direction.

The cultivation necessary to aim them toward their future careers most often takes place back in elementary or secondary school. If we're with them then, they will remember us later on.

Newspapers aren't the only beneficiaries of students' interest in journalism. Studies conducted by the Journalism Education Association in recent years have shown that students who work on their high school newspapers do better in college entry examinations, freshman qualifying exams and freshman college courses.

Like many students, I considered writing to be an unpleasant chore—something to be done as quickly as possible, then forgotten. Book reports, essays and term papers were assignments that held no fascination for me.

I was in the eighth grade at a junior high in San Bruno, a suburb on the San Francisco Peninsula, when all that changed. I had an extraordinary English teacher, James Kramer, who instilled in me an appreciation for the beauty, logic and power of the written word. He also taught me the importance of clear, concise and accurate writing.

I noticed that my own world was much different from the world presented by newspapers and television newscasts. I knew that the San Francisco Bay Area was a place of many cultures and many diverse ethnic

groups. But the news of the Bay Area seemed to be reported mostly by White people. They seemed to think that the rest of us were just like them.

Newspapers and newscasts made it seem as though all Asians and Asian Americans lived in San Francisco's Chinatown or Japantown. These places and Black, Hispanic and Native American communities were seldom in



the news except when holiday celebrations or terrible crimes occurred there.

I knew that was neither accurate nor fair. The news and the people who cover it should reflect the communities they serve. I thought I could do this by becoming a journalist. I wanted to write about my city and my region in a way that placed the area and all its people in perspective.

I never really thought about the possibility of making a living out of

writing until I took a journalism class during my junior year of high school. Suddenly, this shy and introverted boy was able to experience events, interview people and pass it on to the readers of the school paper. It started me on a career path that I have never regretted taking.

What to do?

■ Run a Writers' Camp, as The Poynter Institute suggests. They help 20-25 St. Petersburg young people from age 13-18 hone their writing skills each summer. They also assist the school system in offering an elementary and middle school writers' camp to 100 students in grades 4-8. Their brochure, "Where Is Your Next Great Writer Coming From?" gives the ABCs of the high school program, which has been in place for 10 years.

As Poynter Institute President Robert Haiman puts it, "We are so confident that this program could work in your town that we are prepared to do virtually anything to help you get one started. We'll tell you how to do it. We'll help you identify someone on your staff or in your city to run it. We'll share our curriculum and teaching materials. We'll consult with you to help you get your program launched, free of charge." He means it. There are students who have participated in Writers' Camp who are stars in college today and on a newspaper career track. The Poynter Institute is convinced that your newspaper can mine the same potential in your town.

■ Help your local high schools publish their own newspapers. Give them special training in journalism,

advertising sales, circulation. If their schools don't have equipment, bring them into the newspaper to use your front end system, photo equipment and light tables during off hours. Print their newspapers at no or low cost. Think about including them as special pages in zoned editions. Give news editorial and business training to their advisers. Push the suburban schools to integrate their staffs—too often their newspaper cliques exclude minorities.

Task Force on Minorities in the Newspaper Business has a booklet called "Making The Difference" that outlines the process used by The Dayton Daily News to help an urban school that had been without a newspaper start one.

■ Establish a Newspaper in Education program or add support to a program already in existence. NIE can weave into its curriculum approach the magic of newspapering through tours,



You'll be surprised at the number of staffers who are willing to take extra time to share their skills with students in this effort.

The Morning Call, Allentown, Pa., has an enviable system of school newspaper support, called SNAP (Student Newspaper Assistance Program) that has been in place for more than a decade. The Dayton (Ohio) Daily News, Detroit Free Press and The Poynter Institute also are helping high school newspapers in this way. The

visits to classrooms by newspaper staffers from all departments, lessons about newspapers in general and careers in particular, advertising supplements sold and drawn by students and active involvement in career fairs.

■ Take advantage of the Dow Jones Newspaper Fund's cosponsored Minority High School Journalism Workshops. The Newspaper Fund shares costs with local newspapers and/or journalism schools to support

these summer workshops—giving minority students two weeks of college-level journalism instruction. The Newspaper Fund also distributes career and scholarship guides for minority students. For more information, contact Thomas Engleman, executive director, Dow Jones Newspaper Fund, P.O. Box 300, Princeton, N.J., 08543; (609) 452-2820.

■ Press your local and state school systems to pay attention to the benefits of effective journalism education—so that minority students can view and experience journalism as a career worth considering:

- Urge school administrators and legislators to establish preparatory requirements and better pay for journalism teachers and advisers.
- Is English credit given toward high school graduation for journalism education taught by a qualified instructor? If not, it should be.
- A program to train teachers to present Advanced Placement writing classes through a journalistic approach has been developed by the Dow Jones Newspaper Fund. Your city or state might want to consider putting this exciting new system into place.

■ Get involved with Youth Communication, a U.S. and Canadian program that sponsors citywide newspapers "by teens, about teens, for everyone" in Chicago, New York, Los Angeles, Toronto, Wilmington (Del.) and Portland (Ore.). Many of the young people running these newspapers are



minorities, since they come from the core of large cities. Youth Communication can help ambitious people in your city get such a newspaper organized. You also can get local high schools tied in to Youth Communication's Youth News Service, a wire service available to high school and commercial newspapers. The organization's Mentor Program links minority students with professional journalists who help them write stories, find the right college program and smooth their way into news media careers. Contact Craig Trygstad, executive director, Youth Communication, 1320 18th St. NW, Washington, D.C. 20036; (202) 429-5292.

■ Develop your newspaper's own

multicultural teen page or regular supplement and have teenagers report, help edit and sell ads for it. The Knoxville Journal [(615) 522-4141] and Spokane Spokesman-Review [(509) 459-5234] are newspapers with ambitious new teen products.

■ Distribute copies of "Newspaper: What's In It For Me?" to students in your newspaper's circulation area. This four-color booklet has a double-page spread on every newspaper department and includes a special section on opportunities for minorities. For price and ordering information, contact Leslie Thomas, ANPA Foundation: (703) 648-1252.

■ Offer as many summer jobs as possible to minority students. In some larger cities you can take advantage of government programs that pay a stipend for summer jobs.

■ Start a Journalism Explorer Post at your newspaper. The Explorer program is sponsored by the Boy Scouts of America. It includes boys and girls. Contact the Exploring Division, Boy Scouts of America, 1325 Walnut Hill La., P.O. Box 152079, Irving, Texas, 75015-2079; (214) 580-2000.

■ Adopt-a-School. Across the continent businesses have joined in public-private partnerships to support local schools. What better business than a newspaper to show students in predominantly minority or elementary or secondary schools just how their skills in the three R's apply to the world of work? Even students in the primary grades can become addicted to seeing their names on the masthead of their class newspaper.

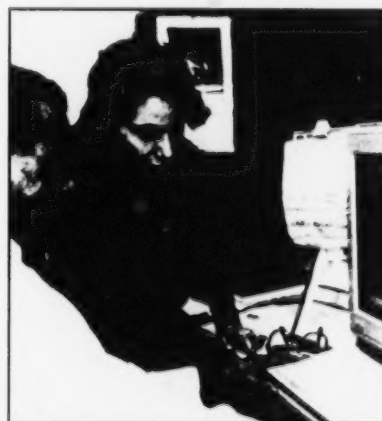
Check It Out!

Here are just a few samples of ongoing actions, programs and policies at individual newspapers or groups that are making a difference. Publishers, editors and the programs' managers are usually pleased to talk about how they were put in place, plus what's worked and what hasn't. They are just a phone call away:

■ The Philadelphia Inquirer requires all new newsroom employees to attend a session on minorities during their orientation to the newspaper and to Philadelphia.

■ USA Today usually publishes four photographs on the top half of page one each day. The newspaper's policy is that at least one of those will feature a person of color. And that kind of inclusive coverage extends to everything behind page one—photographs, cartoons, drawings, charts, quotations—in all kinds of stories and features.

■ The Austin (Texas) American-Statesman holds neighborhood





meetings in various sections of the city, guaranteeing that it will hear opinions, criticism and ideas from all communities, including minority ones.

■ Gannett Company runs an "All American Award," in which the Gannett newspapers are judged on how the newspaper covers the entire community. Rather than emphasizing specific coverage of minorities, this award gives top prizes for mainstreaming coverage—for inclusion of people of color in stories and photographs about Mother's Day or people filing tax returns on April 15. Source lists are checked and judges give the award to newspapers that most naturally include minorities as part of their entire news coverage.

■ The Los Angeles Times gave media critic David Shaw eight and one-half pages for a four-day series in December 1990 on the status and coverage of minorities in the newspaper business. Shaw conducted

175 interviews with people at 30 newspapers. The resulting stories covered the gamut of recruiting, promotion, attitudes toward and news coverage of minorities across the United States. A good portion of the series zeroed in on Los Angeles and performance of the Times itself, which came in for strong criticism as well as credit for changes made in recent years. Most of the ideas presented under this "Check It Out" heading come from Shaw's series.

■ The Seattle Times established a yearlong program of racial awareness, taking staff members off-site in groups of 20 to talk about how readers saw the newspaper, what the staff believes about the Times as an institution and what needed to be changed. The ideas were studied by a grass-roots Diversity Committee, and a pilot project was started, including eight volunteers ready to read minority publications, meet and talk with people of color in

the community and consciously emphasize diversity in their daily work whenever possible. A report by the group to the rest of the staff after the project was completed persuaded many that it was not an artificial dictum laid on from above, and twice as many volunteers have joined a second, more ambitious project. This effort and a variety of others started from the bottom up have resulted in improved coverage: During one 14-month period photographs of minorities increased 45 percent and photos of minorities in a positive or neutral context more than doubled.

■ Worcester County Newspapers in Auburn, Mass., has provided free English lessons for its Hispanic printing plant employees, aimed at giving them basic language skills to cope with their working environment and give those with potential a chance at promotion.

■ If you're a university faculty leader, or at a newspaper closely tied to a university, consider the ambitious program set up recently by San Francisco State University's department of journalism. The department has created a Center for Integration and Improvement of Journalism "to recruit, train and place minorities in newsrooms across the country and to elevate the media's understanding and coverage of minority communities." Working with high school and college students as well as professionals, minorities and non-minorities, the center is developing a variety of programs it hopes to share with newspaper professionals across the country—and will take inquiring calls.

We Can Do It!

"We need each other. Let's stop bellyaching and get down to business," said Bill Raspberry in his Dec. 13, 1990 column decrying the precious energy wasted by Blacks and Whites in placing blame on each other for the problems of racism.

He ended the column expressing the belief that improvements in our society could be made: "... We can improve our schools, revamp our health-care delivery mechanisms, strengthen our communities and work to minimize the animosities between us.

"But only if we abandon our search for villains and focus on solutions; only if we can find the courage to stop trying to prove our innocence and face the simple truth that we need each other."

If this holds true for each community, then it is true as well for each newspaper, as a microcosm of its town, city, state and nation.

The word "integrate" fell into disrepute in the 1970s and '80s. Perhaps we need to examine it again. Webster defines the verb in this way: To form, coordinate or blend into a functioning or unified whole: UNITE.

Can the 1990s see the rehabilitation of the concept of integration? Certainly our society desperately needs to unite into a functioning, unified whole.

And where is this unification more important than within each newspaper, which bears the constitutional responsibility and professional privilege of telling its community—no, its communities—about themselves?

Your newspaper can move toward greater diversity in its staff, management and news coverage. Or you can be stymied by legalisms, insensitivity, habit, ignorance or fear.

Which will you choose? Is the process of self-examination and necessary change worth it in order to broaden staff background and to gain more readers, more advertisers, more comprehensive coverage and a more cohesive community?

If you answer "Yes," the future of the newspaper business and the nation will be enriched—in every sense of the word.

I want to get you to look at the effort to retain minority journalists as a very personal, individual effort. This will be accomplished, although probably not by the turn of the century. It will be accomplished one person at a time. I've seen individual top managers move the right people into the right job, and do so successfully. The reason we're

not seeing the numbers is that we're not doing it on a broad enough scale. Not enough people have bought into that as a way to do it. . . . I think that to develop people requires the individual touch. The noticing of talent. The drawing out of their interest and pointing them in a particular direction. So you can do that quiet kind of match making and eventually it will make the real difference in the business.

I predict that's what's going to happen in newsrooms. When we start doing the right things as individuals and human beings in order to retain the meager percentage of minorities in the newsroom, there's going to be a new element of fairness and balance and caring for people, and I'm confident that that's going to show up in the product. People are going to get the idea that newsrooms don't have to be brutal places and tension does not lead to creativity. Here's a place where you can start doing the right thing in one way, in one aspect, and it will carry over to the next.



References

The following publications were helpful in putting this booklet together. They do not constitute an all-inclusive list of information on the topic of work force diversity. Often the most helpful writings on this topic come from recent articles in various trade and association publications.

The Changing Face of the Newsroom—a human resources report detailing the changes in attitude, experience and expectation on the part of both minority and White staff members of various ages in newsrooms across the country. Price: \$9.50. Available from ASNE, P.O. Box 17004, Washington, D.C. 20041.

Cornerstone for Growth: How minorities are vital to the future of newspapers—published by the Task Force on Minorities in the Newspaper Business, this booklet is packed with demographic data, charts and analyses that clarify the necessity to include minorities in newspapering. Out of print now, but a photocopy is available for \$5 from the Task Force c/o ANPA Foundation, Box 17407 Dulles Airport, Washington, D.C. 20041.

Diversity in the Press—twelve articles by journalism scholars and newspaper professionals on the issue of diversity on daily and college newspaper staffs appear in this special summer 1990 issue of *Newspaper Research Journal*. Available for \$5 from E.W. Scripps School of Journalism, Ohio University, Athens, Ohio 45701-2979.

From Affirmative Action to Affirming Diversity—an article by R. Roosevelt Thomas Jr. in the March-April 1990 issue of the *Harvard Business Review* on the evolution from affirmative action to a positive striving for diversity. HBR Reprints, Harvard Business School, Publishing Division, Boston, Mass. 02163.

Halting the Exodus: maintaining a black presence in journalism—a report published by the National Association of Black Journalists in 1989 on the problems in retaining Black journalists and recommendations for solving them. NABJ, Box 17212 Dulles Airport, Washington, D.C. 20041.

How Small Newspapers Attract Minority Journalists—from the April 1990 issue of *The Bulletin*, ASNE.

Journal High: News on the High School Front—a guide for newspapers on establishing a high school page with student correspondents, based on a program run by the Knoxville Journal. Copies are available from the Task Force on Minorities in the Newspaper Business, c/o ANPA Foundation.

Journalism Career Guide for Minorities—revised annually to provide up-to-date information about careers and program requirements for minority students interested in print journalism. Available at no charge from The Dow Jones Newspaper Fund, P.O. Box 300, Princeton, N.J. 08543-9963. Also available from ANPA Foundation.

Journalism Career and Scholarship Guide—a comprehensive look at differences among college programs and opportunities for financial aid for those considering journalism study. Available from the Dow Jones Newspaper Fund.

Making the Difference: Developing Relationships Between Newspapers and High Schools—a report on a model program developed by The Dayton (Ohio) Daily News to help an urban high school publish its own newspaper. Available from the Task Force on Minorities in the Newspaper Business, c/o ANPA Foundation.

Minorities in the Newspaper Business—a quarterly newsletter on programs promoting staff and coverage diversity. Subscription available at no charge from ANPA Foundation.

The Morris Memo—a "tell it like it is" semi-monthly newsletter on minority issues in the newspaper business. Available for \$75 from Carl Morris, 1401 Concord Point La., Reston, Va. 22094-1307.

Multicultural Link—a monthly newsletter to keep people informed about what works and what doesn't in bringing a multicultural approach to the newspaper business. Available for \$125/year from Mary Esther Bullard-Johnson, P.O. Box 1775, St. Petersburg, Fla. 33731.

Negative News and Little Else—the first in a series of four articles by David Shaw in the *Los Angeles Times*. Written in December 1990, the articles describe current relationships between minorities and newspapers. Photocopies available; price: \$5. Contact ANPA Foundation.

Newspaper: What's In It For Me?—a multicultural recruiting booklet for students from junior high school to early college years, touting careers in all departments. Developed by the Newspaper Careers Project, supported by the associations at The Newspaper Center in Reston, Va. Single copies, no charge. Discount prices available for bulk orders. Available from ANPA Foundation.

Where Is Your Next Great Writer Coming From?—a how-to manual on setting up a "Writer's Camp," a program to train young writers in the craft of journalism. Available from The Poynter Institute for Media Studies, 801 Third Street South, St. Petersburg, Fla. 33701.

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Date Filmed
November 20, 1991